

# WELFARE-TO-WORK

## HANDBOOK

### E. TRAINING

#### 2. Workplace Support

a. **Mentoring**. In the words of the Department of Labor, mentoring is a critical strategy for employees to learn new behaviors and new ways of relating to people. A mentor is someone, usually at a higher level in the organization, whose job is not directly affected by the employee and who is dedicated to helping employees in work and life skill issues. The Department of Labor has developed model lesson plans for employees and mentors, including one on meeting a mentor. These lessons plans can be found on the web at <http://www.doleta.gov/ohrw2w/volume3>. The individual plans are found by adding the following to the previous address: /v3md05 (for employees), /v3md06 (for mentors), and /v3md07 (on meeting a mentor). These addresses must end with one of the following document types: htm, pdf, txt, or wpd.

There are additional resources for developing a mentor program within the Department of Defense:

- The Department of the Army has published guidance to facilitate mentoring, as well as a list of references relevant to the subject. The Army pamphlet, *Mentoring for Civilian Members of the Force*, can be obtained by contacting your component publications control office and requesting DA PAM 690-46.
- The Department of the Navy has developed a mentoring handbook and videotape under its civilian leadership development program. The twenty-eight page handbook provides information on building mentoring skills and questions and answers on the mentoring process for potential mentors and employees. It describes the roles and responsibilities of mentors and employees. A copy of the handbook is available via the CPMS web site (<http://www.cpms.osd.mil>).
- The Department of the Air Force is developing a mentoring program document which has not been published at this writing.

Additional information regarding mentoring is referenced in the bibliography at section I.

b. **Post-Employment Services**. DoD has long relied on the JTPA program to provide readjustment services (including orientation, assessment, and career

counseling) for employees in surplus positions. Similar services are available for job applicants. Through the State employment offices, JTPA provides funding for direct training and training-related services such as work experience, vocation exploration, and some basic skills training before one begins work. JTPA also provides follow-up services such as counseling, transportation, health care, drug and alcohol abuse counseling and referral, individual and family counseling, dependent care, meals, and other reasonable expenses required for participation in the training program. These follow-up services typically terminate three months after employment begins.

Questions about these services should be directed to local State employment offices, which are listed in Appendix 4. These offices are also found on the Department of Labor web site at <http://www.doleta.gov/ohrw2w/recruit/where.htm>.

**c. Continuing Education.** Welfare-to-Work participants will receive the same consideration as other employees at the same grade level for available opportunities for continuing education and training.